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5 October 1948.

Executive for Administration.

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Chief, Administration and Services.

Integration of TSD/OSO into [REDACTED] CIA.

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1. In accordance with verbal instructions received at a meeting on 21 September 1948, the undersigned has prepared a Tentative Procedural Guide for the functioning of the [REDACTED]. Two copies of this were forwarded "Top Secret" through the Acting Assistant Director for Special Operations on 1 October 1948. After some deliberation the Top Secret classification was given, inasmuch as the entire "modus operandi" for [REDACTED] as presently conducted is revealed "in toto". While individual items of information are seemingly harmless scraps of procedure, the whole is a key to the pattern of present and future operations from the Services standpoint.

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2. The integrated T/O, together with the list of names-against-slots which have been proposed for transfer, was turned over to Mr. [REDACTED]. In general, agreement is complete except for the physical location of the divisions of the [REDACTED]. Mr. [REDACTED] has proposed that the Office of the Deputy for [REDACTED] and the Special Procurement Section be separated from the remainder of the divisions which will be located in [REDACTED]. From past personal experience it is maintained by the undersigned that it is absolutely essential for the complete [REDACTED] to be located alongside the operations which it serves. (A possible argument against this is that the [REDACTED] will serve OPC which may not be in [REDACTED] Building, as well as OSO, however, a period of from six to nine months will certainly elapse before OPC can swing into full operation and demand anything but a small percent of the capabilities of the [REDACTED].)

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3. The following reasons backed by my personal experience, on the one hand being adjacent to the activities served and on the other hand separated, are offered as evidence that to divide [REDACTED] between several physical locations, some of which are not adjacent to Operations, is to hobble effective and timely support.

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a. Constant personal contact on supply, procurement, and travel problems at the working level with Operations is essential to rapid and efficient functioning. (An actual count of the number of daily personal contacts is being made. It is estimated that this should run to several hundred per week.)

b. The psychologically beneficial effect of having one's administrative support contiguous to Operations, whether under its control or not, is a factor not to be overlooked. It has recently been learned by other services of the government, namely the U. S. Army, that a basic principle of efficient cooperation is actual physical contact by personnel rather than by telephone or paper work. The classification of the matters discussed between Operations and Administration prohibits the use of the telephone.

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c. The undesirable security in coordinating operation administrative cables and pouches out from under the control of operations is a further consideration.

d. The immediate access to current and past operational files located within the foreign branches and within the OSO Registry is essential to smooth supporting operations.

e. The necessity for concerted services action during off-duty hours on a priority problem embracing procurement, supply and transportation collectively or separately, or in any combination, is an ever present actuality which would be placed in jeopardy by the physical separation of these activities.

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